

The Office of
Juvenile Justice
protects the
public by
providing safe
and effective
individualized
services to
youth, who will
become
productive, law-
abiding citizens.



2012 Annual Report

DPS&C Youth Services

Office of Juvenile Justice

Office of Juvenile Justice

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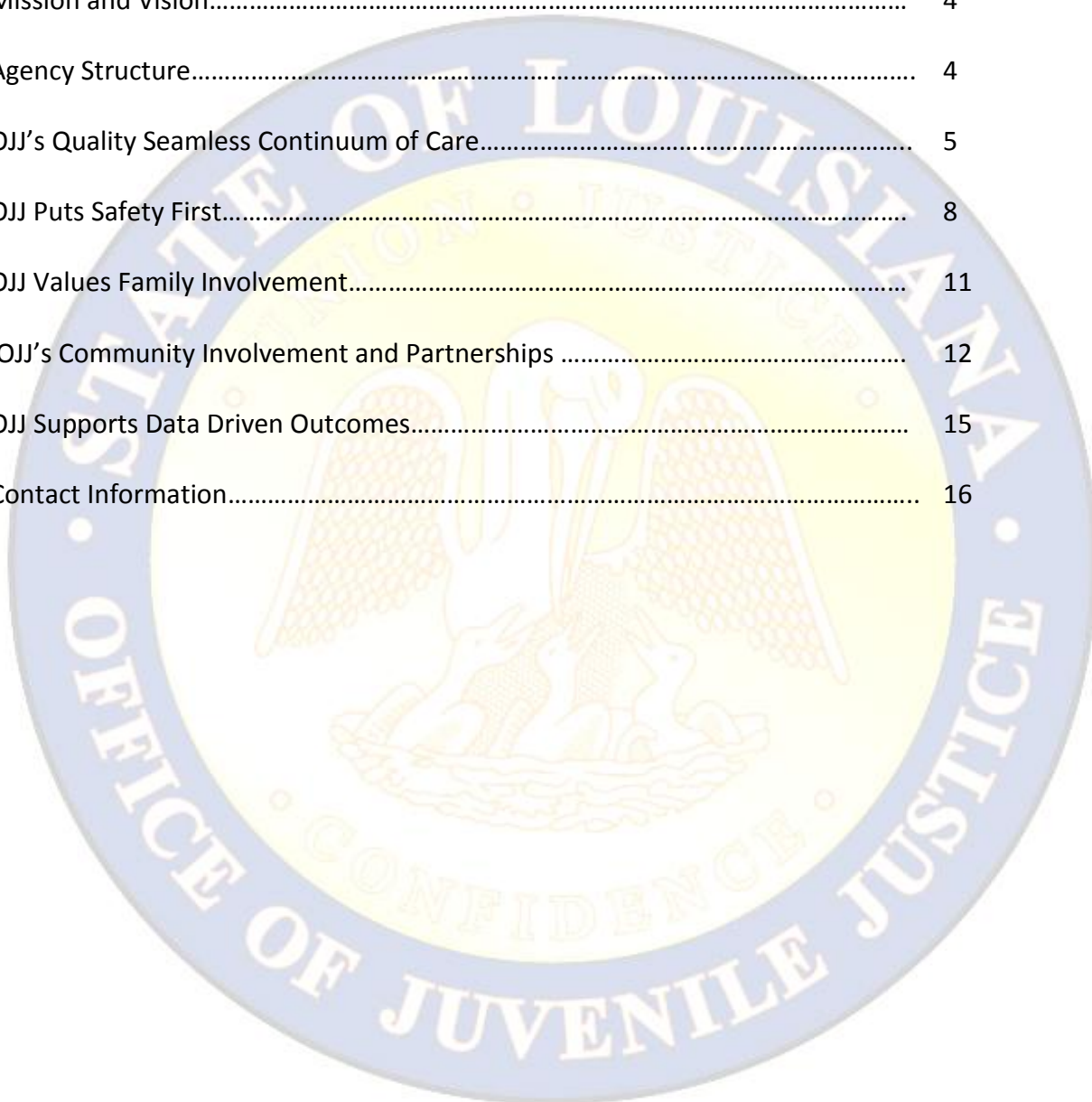
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Visit our website at www.ojj.la.gov

Table of Contents

Welcome/Introduction.....	3
Mission and Vision.....	4
Agency Structure.....	4
OJJ's Quality Seamless Continuum of Care.....	5
OJJ Puts Safety First.....	8
OJJ Values Family Involvement.....	11
OJJ's Community Involvement and Partnerships	12
OJJ Supports Data Driven Outcomes.....	15
Contact Information.....	16



Welcome



The Office of Juvenile Justice continues to move forward, meeting the mission by protecting public safety while helping Louisiana's most vulnerable youth and their families travel the path to productive citizenship and successful lives. OJJ serves youth placed in our care and custody by the courts, and we are entrusted with providing services that are life-changing and life-affirming. The future of our state depends on it.

Over the years OJJ has been transformed as an agency, an accomplishment that required a complete change in the culture. While our system continues to evolve, we look much different today than we did at the beginning of the decade. The vital philosophical changes needed to effect the paradigm shift within OJJ have taken place and been embraced by our staff, stakeholders and the community. However, as we mature as an agency, we must never rest on our laurels; we must continually refine our operations and procedures, seek and implement best practices and ensure that our programming is presented with fidelity to the mission and our strategic plan.

This report will show that OJJ staff are doing just that – working toward excellence by continually reviewing procedures and improving where needed; keeping abreast of cutting edge programming and bringing those best practices home to Louisiana, and providing the best possible services for our youth and families. Stakeholders will see that the human and financial investment in our work is paying off in better outcomes for our youth. Others around the nation are taking notice as well; in 2012 we were cited for innovative programming by two national organizations, a welcome validation of our own findings.

OJJ's greatest resource is our staff. OJJ staff throughout the state is dedicated to our work and our mission. They have enthusiastically embraced agency reorganization through regionalization and made it work; collaborated with other agencies to provide innovative services for youth; performed thorough and extensive program audits and policy reviews; reached out to families to include them as vital members of the treatment team – all to help delinquent youth turn away from a future of crime, incarceration and despair toward the path of success and productive citizenship.

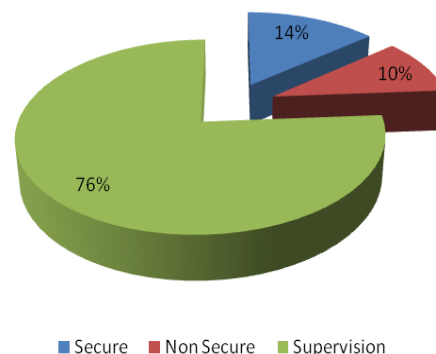
This year's report shows that our investment in our youth is paying good dividends.

When our youth succeed, we all succeed.

Dr. Mary L. Livers

Dr. Mary L. Livers
Deputy Secretary
Office of Juvenile Justice

OJJ Youth Served Statewide in 2012 by Legal Status



AGENCY STRUCTURE

Executive Office - Deputy Secretary
Undersecretary
Legal Services
Health Services
Operations

Continuous Quality Improvement
Services (CQIS) – Chief of Operations
Quality Assurance
Investigative Services
Safety Services/Risk
Management
Grants
Policy

Operations – Assistant Secretary
Community-Based Services
Probation and Parole Field
Offices
Interstate Compact on
Juveniles
Non-Secure Residential
Programs
Community Based Treatment
Services
Secure Care Facilities and Treatment
Education Services
Health Services
Food Services
Treatment Services for Secure

Intergovernmental Relations,
Communications and Training –
Deputy Assistant Secretary
Intergovernmental Liaison
Communications Office
Family Liaison Services
Staff Development

Mission and Vision

Mission

The Office of Juvenile Justice protects the public by providing safe and effective individualized services to youth, who will become productive, law-abiding citizens.

Vision

OJJ is a quality system of care which embraces partnerships with families, communities and stakeholders to assist youth in redirecting their lives toward responsible citizenship.

Guiding Principles:



Honesty	To be honest; do everything with integrity.
Achievement	To be outcome-oriented in achieving results consistent with our mission.
Versatility	To value, promote and support diversity and cultural competence.
Ethical	To be ethical; to do the right thing, both legally and morally.
Focused	To be focused on empowering people to succeed.
Accountable	To be accountable for the effective and efficient management of resources.
Informed	To be informed and guided in our decisions by appropriate and valid data.
Team players	To be an effective and efficient team of professionals.
Harmonious	To be inclusive – involve all parties, both external and internal, who need to be part of the process.

HAVE FAITH: Together we help change lives.

The Office of Juvenile Justice provides quality programs and appropriate services to meet the needs of the youth in its custody and under its supervision by utilizing programs that are evidence based and demonstrate best practices.

OJJ's Service Coordination Model was recognized as a government initiative through the "Bright Ideas" program, an initiative of the broader Innovations in American Government Awards program at the John F. Kennedy School of Government, Harvard University.

The Louisiana Office of Juvenile Justice (OJJ) has been recognized by Harvard University for its innovative programming.

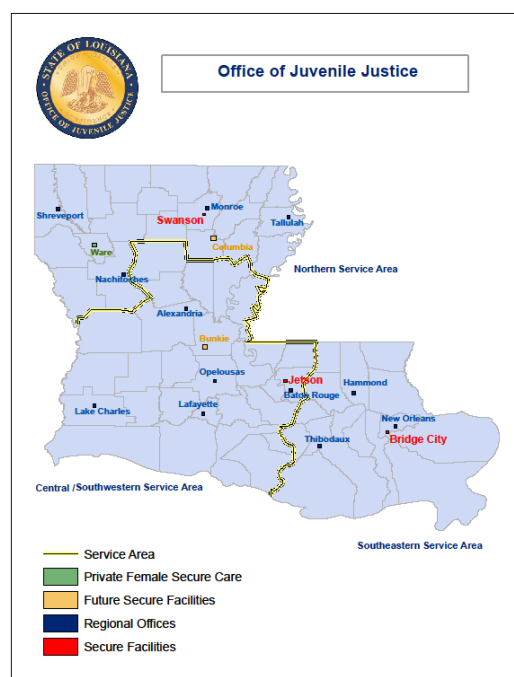
The Louisiana Office of Juvenile Justice (OJJ) has been recognized by Harvard University for its innovative programming.

The Service Coordination model was developed and implemented to provide single case management that allows consistent, comprehensive, individualized management and oversight of all cases. As we searched for ways to provide better outcomes for our youth, OJJ staff conducted extensive research into then-current best practices. Youth entering the OJJ system are assigned a probation/parole officer (PPO) who handles the case from entry until exit from the system. The officer becomes familiar with the needs of the youth and family and assures that needed services are in place. The PPO is the central point of contact, bridging the gap between OJJ service units, creating an integrated effort among field staff, facilities, providers, family and youth. As a coordinator of services, they take an active role in each phase of the youth's classification, placement, and programming, while keeping public safety a priority and ensuring seamless case management.

Regionalization of OJJ

OJJ as an agency underwent a systemic reorganization and transition into a regionalized model of leadership in late 2012. Under the new agency model, the State is divided into 3 regions each with a Regional Director stationed in close proximity to facilities and field offices. The 3 Regional Directors supervise both secure care facilities and regional Probation and Parole Field Offices in their respective region.

The new organization of the agency allows for direct oversight in the field by an executive level supervisor on a daily basis. Silos will no longer exist because one person will manage both facility based and community based services. This allows for more cohesion of services and staff, more of a continuum for youth, creates greater efficiencies, more accountability and promote leadership development.



Tops Gains Schools Recognized

The Louisiana Department of Education (DoE) measures progress of all schools, including 2 of OJJ's 3 schools in our secure facilities. Jetson's school has too few students to be included in the overall rankings. DoE designated the top one third of all schools (440 schools) as a "Top Gains School", which are schools that improved their school performance score by or beyond a pre-determined growth target set by DoE. Both Swanson and Bridge City schools were among the top schools designed as a Top Gains school. Both of these schools improved their performance by double the growth target!

OJJ Student Achievements

OJJ operates a certified alternative school in each of the 3 secure care facilities. Students have the option to obtain Carnegie units or work toward and receive their GED.

In 2012:

- OJJ secure facilities had an average GED passing rate of 66%. Two facilities had an individual passing rate of over 80%!
- 1 student received both a high school diploma and GED at JCY
- 3 students enrolled in college courses
- Transition coordinators have been placed at all 3 OJJ secure care schools to assist students with educational transition/reintegration needs

Vocational Programs

Two new vocational programs were introduced at OJJ secure care facilities. Both Bridge City and Jetson facilities launched their auto mechanics programs. Also, 20 youth received certifications from our C-tech vocational programs. This program, once completed, awards a certificate in the area of laying fiber optic cables to help secure jobs in the communications industry. Bridge City's culinary arts program saw 19 students receive their ServSafe certificate. This is a nationally accredited food safety certification from the National Restaurant Association.

Technology in the Classrooms

Interactive whiteboards help improve learning outcomes by combining the simplicity of a whiteboard with the power of a computer. Seven interactive teaching boards were installed in classrooms at Southside School at Swanson Center for Youth. Jetson received a grant from the Baton Rouge Junior League to assist with technology improvements. These funds were used to offset the purchase of 3 interactive teaching boards for classrooms at JCY.

Facility

Graduations

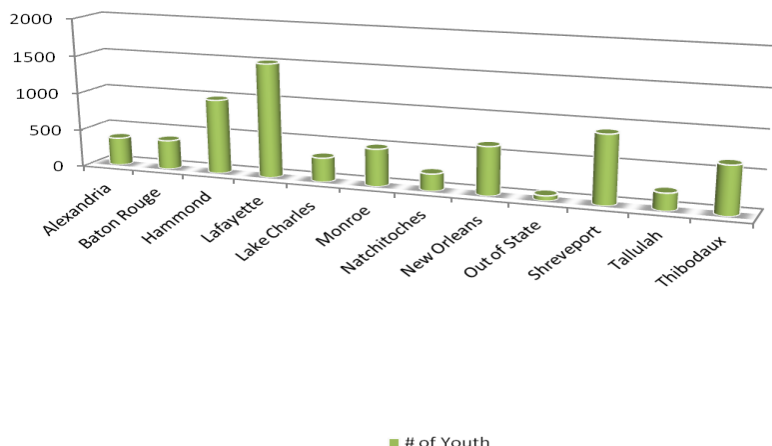
OJJ alternative schools celebrated graduation in June. These graduations came complete with guest speakers, class colors and mottos and ring ceremonies.



Swanson's Southside Alternative High School held its annual Graduation Ceremony with 34 graduates. BCCY held its annual ceremony in June for 9 graduates with a Ceremonial Ring Brunch. After the graduation ceremony, graduates, their parents and lots of staff celebrated with a reception catered by the culinary arts students. A celebration was held in June to honor the 2012 graduating class of Scenic Alternative High School at Jetson Center for Youth. The 11

graduates were honored with an elaborate ceremony where their diplomas were awarded and they received their class rings. Overall in 2012, 57 students earned a GED from an OJJ secure care facility.

Youth Served by Region



State Council on ICJ formed

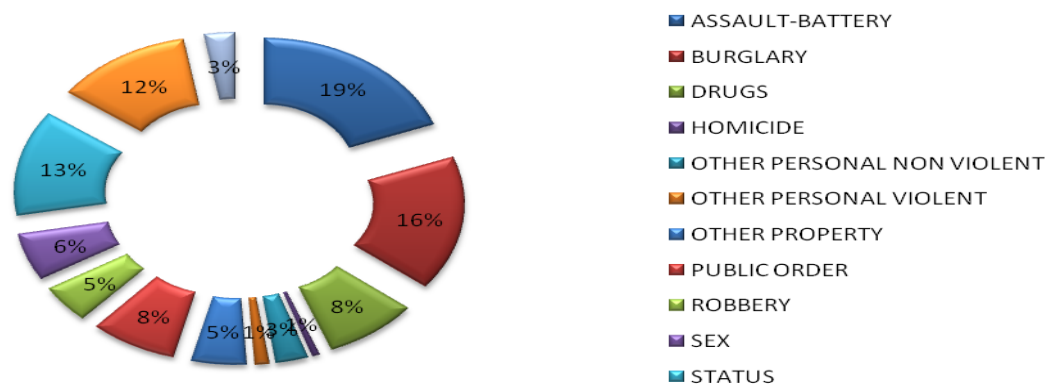
A national Interstate Compact for Juveniles (ICJ) exists as an agreement between states to govern supervision or return of juveniles who have absconded, escaped, run away or moved from supervision of their home state. OJJ created a State Council to serve as an advisory group for our ICJ Commissioner and Interstate Compact for Juveniles activities. With the members' assistance, the state council will provide enhanced communication for tracking and supervising juveniles who

move across state borders ensuring public safety and preserving the welfare of children.

Louisiana Behavioral Health Partnership and Coordinated System of Care Begins

The Louisiana Behavioral Health Partnership and its smaller initiative, the Coordinated System of Care (CSoC) launched March 1, 2012. OJJ has worked in partnership with DHH and the statewide management organization, Magellan Health Services of Louisiana, to begin implementation of the "Partnership" for behavioral health services statewide. OJJ has also supported the CSoC initiative and its work with 5 local communities in starting CSoC services, which are extra services offered in these communities for youth who are in need of more intensive, specialized behavioral health interventions in an effort to prevent out-of-home placements.

Unduplicated Youth Served by Adjudicated Offense Class 2012



OJJ Puts Safety First

The Office of Juvenile Justice values the safety of the youth placed in its care, the staff that provides service to them, and the public in the communities to which the youth will eventually return. This includes having a workforce focused on the rehabilitative needs of youth. We believe that safety is the foundation and prerequisite for treatment. We promote a safe environment for our youth and families, staff and communities.

PREA Grant Award

The Prison Rape Elimination Act (PREA) is a federal law that supports the elimination, reduction and prevention of sexual assault and nonconsensual sexual acts within correctional systems. PREA standards were published in May 2012. All correctional agencies must demonstrate compliance by September 2013.

In Fall of 2011, OJJ was awarded a \$750,000 PREA grant from the U.S. Department of Justice. With funds provided by the grant, OJJ is working to evaluate and improve policies and institutional culture regarding PREA issues.

In 2012, CQIS staff participated in national PREA training via webinars and incorporated PREA requirements into our Standard Operating Procedures (SOPs). OJJ's grant allowed the agency to secure a consultant to conduct initial reviews of secure facilities. This involved review of policies, walk-throughs and interviews with staff and youth. In addition, OJJ held a PREA kickoff event with all facility directors, executive staff and regional managers.

Improved Quality of Contract Services

CQIS staff conducted extensive research on evidence-based and best practices relating to several of OJJ's contract services to youth. These findings, along with the *Principles of Effective Intervention* were incorporated into the agency's Requests for Proposals (RFPs) for contract services including residential, foster care, mentor, tracker, transitional living, and psychiatric evaluations.

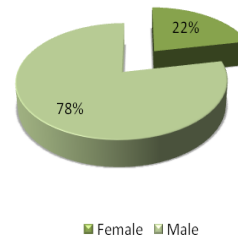
The evidence-based Correctional Program Checklist (CPC) is a tool developed to assess correctional intervention programs and ascertain how closely they meet known principles of effective intervention, which are proven to reduce recidivism. In 2011, CQIS completed the CPC Evaluation on all contract treatment providers. A report of findings was distributed to each provider, who in turn, submitted

The results of the reassessments showed significant improvement in the scores achieved by the contract providers, with an average improvement of 14%.

corrective action plans to gain improvement/compliance with the requirements of the CPC.

In 2012, Continuous Quality Improvement Services (CQIS) staff completed secondary CPC Evaluations on all remaining contract treatment providers. The reassessments were completed at sufficient intervals to allow for implementation of changes identified in the initial evaluations, as well as the new contract requirements. The CPC Evaluation is designed to reevaluate programs periodically to gauge a program's growth; therefore, CQIS staff will complete reassessments on all contract providers routinely.

**Unduplicated Youth Served by Gender
2012**



Hurricane Isaac

One of the most monumental undertakings during 2012 was the safe, effective way our entire team, statewide, came together and



evacuated Bridge City Center for Youth and staff to Jetson Center for Youth during Hurricane Isaac. The BCCY team stepped up to the plate and evacuated with the youth. In addition to Jetson hosting 130 additional

youth and about 90 staff from BCCY, they also housed youth from the Youth Study Center in New Orleans. All those people, 5 days (including 2 with-out electricity) and no major incidents.

During Hurricane Isaac OJJ Field Services staff stepped up and worked at shelters across the state, including the "Alexandria Mega Shelter". For their hard work in assisting those who were displaced by the hurricane, many staff received letters of commendation and acknowledgment from elected officials and DCFS that recognized the efforts of all OJJ employees who came together to provide coverage for the shelter.

Legal Services

OJJ's central office legal department has assumed the responsibility of the Employee Activity database from DPS. Internally, OJJ will now oversee all disciplinary actions from inception via VR-1 until completion by appeal. OJJ has also taken an expanded role in unemployment compensation cases.

Medical Services

OJJ's secure facilities' contracted medical and mental health care provider, Correct Care Solutions (CCS), generated over 75,000 on-site patient encounters to include initial medical and mental health screenings, physical exams, psychological exams, substance abuse treatment, dental exams, medical appointments, radiology, nurse sick call, pill call, and mental health counseling. The facility infirmaries are staffed 24/7 by a registered nurse and after hours on-call medical and mental health staff.

OJJ Achieving Efficiencies and Greater Accountability

Continued Policy Review

CQIS processed 122 policies - 106 policies approved and 16 policies rescinded. In 2012, CQIS staff initiated a process for Central Office to review facility SOPs prior to implementation. This ensures that SOPs are consistent and are in line with agency-wide policy.

Probation Review

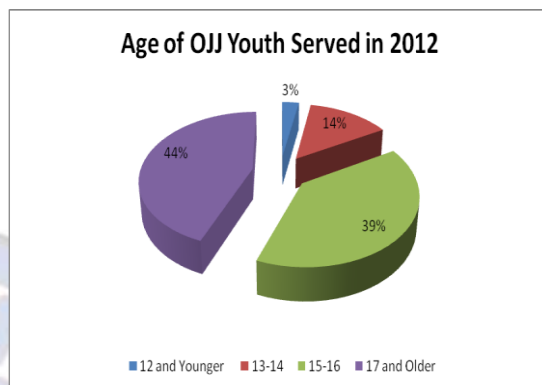
OJJ began a Probation Review with technical assistance from the MacArthur Foundation, using the Hammond regional office. This review took place in 2012 and examined how our policies and operations support the goals of the probation office and OJJ as an agency. A review team comprised of the Regional Manager, Supervisors and probation officers worked closely with two consultants from the Robert F. Kennedy Children's Action Corps.

Central Office Accreditation

The Office of Juvenile Justice's (OJJ) central office received re-accreditation in 2012 by the American Correctional Association (ACA) after passing 100 percent of the standards set by ACA for accreditation. ACA has two mandatory standards and 138 non-mandatory standards that apply to central office operations. Central office passed all 140 standards, a fairly unusual accomplishment, according to one of the auditors.

A fully operational quality assurance program has been implemented at each facility, which include the following:

- Monthly Statistical Reports
- Quarterly audits conducted by OJJ's Director of Health Services
- Quarterly interdisciplinary administrative meetings
- Quarterly review of the previous quarter's Monthly Statistical Reports
- CCS reviews internal monthly quality improvement indicators
- Implementation of corrective action plans
- Periodic site visits conducted by OJJ's Director of Health Services

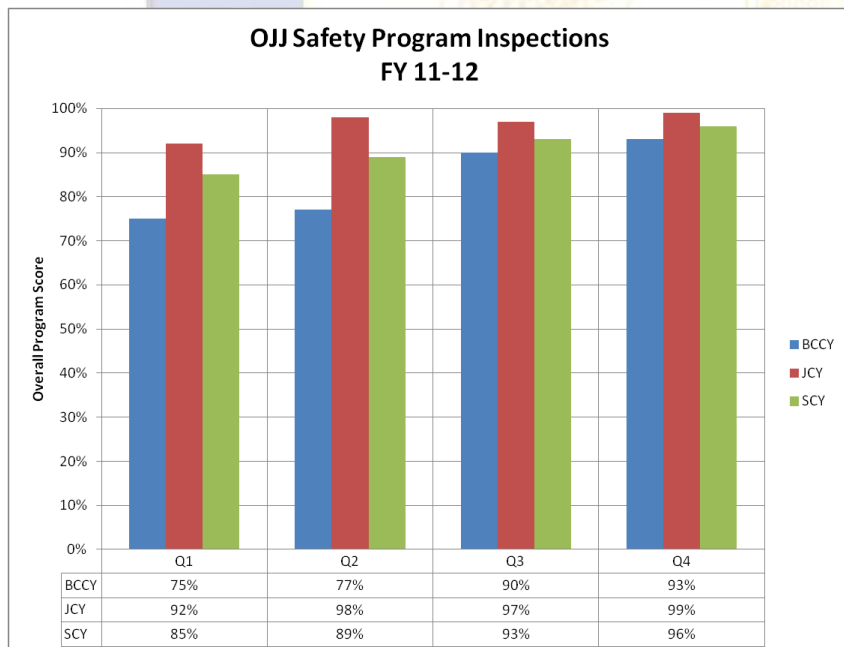


CCS has consistently achieved above 80% on all indicators that were reviewed during the quarterly audits conducted by OJJ during 2012.

CCS is an active partner within our secure facilities by not only ensuring quality comprehensive health care for youth, but also promoting employee wellness. CCS Jetson hosted the first annual JCY CCS Wellness Fair for staff complete with health assessments, exercise, stress relief, double dutch and hula hoop contests and awards. CCS hosted "Pink Out Day" to provide health education, awareness and honor those affected by breast cancer, held a Christmas celebration that included a stocking stuffing activity, facilitated Swanson's Biggest Loser Contest, and participated in the annual facility Celebration of Change events, Graduations, and the Governor's Conference on Juvenile Justice.

Safety Audits

Office of Risk Management Compliance Reviews were conducted in 2012 for all facilities and regional offices. OJJ passed every audit. All OJJ secure care facilities undergo a safety audit performed by the agency's Safety Officer each quarter. The facility Safety Coordinator uses a checklist developed by the Safety Committee to monitor the overall Safety Program which includes the following components: safety plan, policy statements, assignment of staff responsibilities, general and site specific safety rules, safety meetings, mandatory training requirements, quarterly safety committee meetings, building inspections, accident/incident investigations, job safety analysis, blood borne pathogens, first aid/CPR,



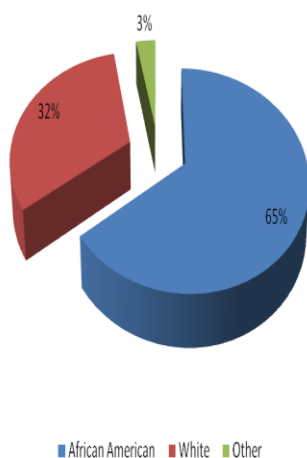
emergency preparedness plan, hazardous materials, equipment management, personal protective equipment, work order system, lockout/tagout procedures, boilers, confined spaces, driver safety program, security plan, key control and tool control.

Parent Youth Conference

BCCY held a Parent/Youth Conference in 2012, bringing in guest speakers to meet with parents, with youth, and sessions including both youth and their parents or guardians.

Another part of the parent session consisted of youth inviting BCCY's administrative team to say hello to the parents and respond to some of their questions. Parents inquired about educational issues, options for youth who express an interest in military service upon their release, visitation concerns, and communication with staff within the facility. While the parents attended their session, the youth attended various sessions with other presenters covering a variety of topics. The event ended with a luncheon for the visiting parents and their children, the presenters and all of the youth of BCCY.

Unduplicated Youth Served by Race



OJJ Values Family Involvement

The Office of Juvenile Justice encourages and supports productive family participation in the rehabilitation of youth placed into its care. Our investment in youth and families today strengthens families tomorrow.

OJJ employs a family liaison accessible to parents and youth 7 days a week through a tollfree 800 number. The Family Liaison serves as a direct link between communities, advocates and families/guardians of youth and Youth Services (YS). The Family Liaison also assists parents in having a voice with Youth Services, and advocates for strong family involvement across all settings and services. Youth and family/guardians can share concerns and suggestions for improving services directly with the family liaison. All youth and families served by OJJ, both in secure care as well as in the community, may also contact the family liaison for assistance. The Family Liaison acts as an information source and attempts to forestall problems by facilitating early recognition of complaints or concerns and provides an avenue for prompt response for family members/guardians.

Parent Empowerment Network

OJJ encourages family engagement through P.E.N. – the Parent Empowerment Network. The P.E.N. network was developed with the sole purpose of empowering parents to advocate for their children. The Family Liaison, in conjunction with facility and regional staff members, provides parents/guardians and care takers of our youth with the tools necessary for appropriate advocacy. These quarterly meetings are held in the three secure care facilities. Regional parent empowerment meetings began in 2 regions, with plans to implement those groups in all 11 OJJ regions in the future.

Staying Connected to Families

Both staffings and personal contacts are being conducted by video conferencing between regional offices and facilities not located within the same service area. Implementation of this process over the past 12 months has improved communication between youth and their probation officers, increased visitation between youth and their families, and improved communication between youth's families and probation officers.

OJJ's Community Involvement and Partnerships

The Office of Juvenile Justice collaborates with other agencies to provide effective and efficient service delivery. The agency also creates partnerships with communities that afford youth the opportunity to form productive relationships and make good choices.



OJJ and Northshore Partnership

OJJ's Hammond Regional Office partnered with Northshore Technical College and the Models for Change program to establish a replicable model whereby community and technical colleges will work with adjudicated youth involved with OJJ. It creates an individual career pathway for each participating youth, who will receive career guidance, intensive case management and follow-up, education, job skills training, pre-employment services, as well as job placement services upon completion of their chosen academic program.

The purpose of this grant was to provide support to 10 youth who would further their education by working on their GED and a certification in a particular trade. The grant supported assistance to the youth in completing financial paperwork, scheduling mandatory tests, choosing a career path and to provide day to day support in their educational plan. Each youth received a small stipend to be used for expenses needed to assist them in their education, i.e., supplies, transportation, etc. Additionally, funds were secured through the Workforce Investment Act (WIA) which assisted with tuition and books.

Through these efforts the youth are afforded the opportunity to become productive members of the workforce as well as attain social and customer service skills needed to maintain a job and function successfully in society. Over the 2012 school year, nine youth were enrolled in the Technical school through this grant. Of the nine enrolled in the program, 9 youth have either earned certifications and continue in school or are working toward a certification and/or technical diploma.

OJJ and Higher Education Partnerships

OJJ continues to partner with higher education institutions such as Delgado College, Southern University in Baton Rouge, Grambling University and other Community and Technical Colleges.

OJJ secure care facilities have started touring local colleges with youth who have already obtained their GED in hopes that visits to a higher education institution will get them excited about taking the next step in their educational career, either while they are still with OJJ or upon their release into the community. In 2012, OJJ had 3 youth in secure care facilities enrolled in college courses.

In 2012, one of Jetson's youth was invited to speak to an LSU college class. The topic of the day was the Juvenile Justice system. Keith bravely shared his story and was open about his life, his mistakes and lessons learned. At the end of the semester, the professor informed OJJ that he was the class's favorite speaker!

JCY's Fast Track Horticulture Program, in partnership with the Southern University Agriculture Center, received a grant of \$249,000 from the USDA/NIFA (National Institute of Food and Agriculture) for materials and supplies to supplement the horticulture education program, in which SU Ag Center staff instructs the youth in raising food crops as a career choice.



Swanson Center for Youth begins partnership with Humane Society

Swanson Center for Youth held a groundbreaking event with Second Chance Kennels in September to kick off a partnership with the Humane Society Adoption Center of Monroe for a new program for OJJ youth. This partnership will provide an exceptional opportunity that will allow youth at Swanson to provide a community service, by training and caring for unwanted dogs, to make them more adoptable into permanent homes. While socializing and training the dogs, youth will learn therapeutic strategies that will help them to succeed when they transition back into their communities. Studies have shown that youth involved in such programs consistently demonstrate reduced aggression, empathy for others as well as respect for all living creatures, and development of important leadership skills.

National Leadership

In 2012, the American Correctional Association (ACA) voted Deputy Secretary Dr. Mary Livers as President-Elect of the national association. ACA is the oldest and largest correctional association in the world, serving all disciplines within the profession. ACA states that about 80 percent of all state departments of corrections and youth services are active participants, as well as programs and facilities operated by the private sector and the Federal Bureau of Prisons.

Culinary Industry Partnerships

The only way our youth will become better trained for the workforce is for OJJ to have strategic partnerships with businesses and industries. Our Bridge City Center for Youth's Culinary Arts program started a partnership with the Dickie Brennan restaurants and their Chef de Cuisine, Alfred Singleton. Chef Singleton has a deep passion for New Orleans and the disconnected youth of the great city. In 2012, he volunteered to do cooking demonstrations to teach our youth culinary techniques. He is a great asset and contact for internship opportunities for our youth who are returning to the New Orleans region.



Champion of Juvenile Justice Award



Debra K. DePrato, M.D., was the 2012 Champion of Louisiana Juvenile Justice, awarded annually by the Louisiana Office of Juvenile Justice to recognize people who have championed the cause of juvenile justice reform, and whose dedication and hard work have resulted in the systemic overhaul of juvenile justice in Louisiana.

"Dr. Debra DePrato has dedicated her entire career to improving medical and mental health care for the most vulnerable children in Louisiana," said OJJ Deputy Secretary Dr. Mary L. Livers.

Dr. DePrato serves as Director of the Institute for Public Health and Justice at LSUHSC in New Orleans, which performs research, education and outreach for behavioral health issues, development of evidence-based practices, technical assistance in developing and evaluating model programming, and education and training of court professionals and forensic consultation. Dr. DePrato served as the project director of the John T. and Catherine T. MacArthur Foundation's Louisiana *Models for Change* program designed to identify and accelerate promising juvenile justice models for juvenile justice system reform.

Friends of J.S. Clark Cemetery Proud of Improvements

Today there's a stark difference in the appearance and the number of burials at the J.S. Clark Cemetery in Monroe. Ouachita Parish took over the 60-year-old cemetery, one of the oldest black cemeteries in Monroe, after it fell into a state of neglect and disrepair, and visits and burials ceased.

According to the vice president of the organization Friends of J.S. Clark Cemetery, "This place was once an eyesore with weeds and grass growing everywhere. But with the help of Swanson Center for Youth, we've made a lot of improvements and it looks so much better." Swanson youth have donated countless hours of time to work at the cemetery.

Although many prominent citizens have been buried in the cemetery, people stopped visiting and new burials ceased as a result of deterioration in the appearance of the cemetery. The cemetery is now clean, people are bringing flowers to grave sites and more people are burying relatives at this refurbished cemetery.

TV Show Cast Visits Youth

The stars of the Breakout Kings TV show, which filmed at Jetson in the fall of 2011, visited JCY youth in 2012 and spent an evening listening, encouraging, and providing information on the entertainment industry as a career option.

Faith-Based and Community Team Mentoring Initiative

OJJ's Faith-Based and Community Team Mentoring Initiative pairs youth exiting OJJ custody with a team of mentors. The goal of the initiative is to increase youths' success after release from OJJ custody, and to improve family relationships among the participants.

The Faith-Based and Community Team Mentoring Initiative was piloted in FY 11-12. This initiative targets churches and community organizations to create teams within their church or organization to mentor youth in one of the three secure care facilities. The target population is youth who will be released and no longer under OJJ supervision. Community teams work with youth after release in addressing some of life's challenges, such as education and employment. OJJ was awarded a small grant from the Louisiana Children's Trust Fund for this team mentoring initiative.

The goal for these mentoring programs is to work with church congregations to implement a group/team mentoring framework for our youth, while also encouraging family engagement. This framework will involve youth released from OJJ custody, matched with a volunteer team from a neighboring congregation or parish. This volunteer team will partner with the youth and family to achieve goals for positive reintegration into the community. Staff and juvenile justice personnel will facilitate the youth's linkage with the volunteer team. Youth and volunteer teams will agree to work together to meet the needs of the youth and the family and assist them in overcoming future barriers. Each volunteer team makes a 12-month commitment for this program.

Volunteer Coordinators

OJJ established volunteer coordinators at each of the 3 secure facilities to oversee volunteer efforts. Volunteer coordinators also operate in all regional offices across the state.

Staff and Youth in the Community

OJJ's staff and youth interact with community organizations throughout the year. Examples include volunteer work, working with nonprofits, and partnerships with businesses and industries. For example, Swanson youth donated countless hours of time to work at the J.S. Clark Cemetery, OJJ youth work with Habitat for Humanity to help build homes for disadvantaged people, and Bridge City Center for Youth has developed partnerships with the culinary industry in New Orleans. OJJ youth have been active in such community services as visiting residents of all three Louisiana War Veterans homes, helping out at nursing homes and soup kitchens and community cleanup projects.

OJJ supports Data Driven Outcomes

The Office of Juvenile Justice makes informed decisions based on accurate data and analysis. We support advances in information technology to improve data resources and information sharing internally and externally.

Program Evaluations

CQIS staff utilize the CPC to evaluate specialized secure programs, as well as non-secure residential programs. This is done on a routine rotational basis. Reports are generated and corrective action plans are developed to improve performance. In addition, contract monitors are assigned to each contract to ensure quality implementation and performance. When corrective action is needed to ensure compliance and improve performance, follow-up is provided by in-house staff to ensure increased program quality.

Secure Care Program Improvements

The Focus And Structural Treatment Program (FAST Track) is a 90-120 day program for first-time adjudicated youth needing a secure care level of treatment that focuses on teaching basic social skills and problem-solving skills to help youth reintegrate back into the community. FAST Track helps the youth develop life skills through group counseling, case management, and building strategies for change. In 2012, a treatment pilot began in partnership with Dr. Ed Latessa from the University of Cincinnati's Center for Criminal Justice. OJJ staff were trained in the latest treatment model in Thinking for a Change, an evidenced based Cognitive Behavior Program. In addition, qualified staff were trained in a new Substance Abuse Model entitled Cognitive Behavioral Intervention for Substance Abuse developed by the University of Cincinnati. Both group therapy programs are currently being used for both SCY and JCY Fast Track youth. In addition, all Fast Track staff were trained in Core Correctional Practices that teach them key interventions proven to address criminogenic behavior on a daily basis. The Core Correctional

Practices involves teaching staff how to use effective reinforcement, effective disapproval, effective use of authority, how to develop quality interpersonal relationships, methods in cognitive restructuring, anti-criminal modeling, structured learning, skill building and problem solving techniques.

An entirely new behavior management system is being developed as well as new methods to assess the youth on intake based on criminogenic needs. These needs will be targeted using the newly implemented evidence based programming mentioned above. In addition, an entirely new quality assurance procedure is being developed to ensure fidelity to the Core Correctional Practices and the Cognitive Behavioral groups, with an emphasis on holding staff accountable for the fidelity of these programs. A new Fast Track Program Handbook, Fast Track Resident Handbook, Assessment Protocol Manual, Behavior Management Program Manual, Core Correctional Practice Manual, and Quality Assurance Manual are being developed and produced to demonstrate the redesign for use in future training or duplication in other settings.

Grants

The OJJ grants section became a part of CQIS in 2012. A process for grants application and management is now in place and memorialized in policy. The OJJ grants manager has had extensive training to ensure a broad knowledge of grants management. Specialized knowledge and ongoing research in evidence-based practices is the true focus of this section and contributes greatly to OJJ's reform efforts.

OJJ REGIONAL OFFICES AND FACILITIES

Alexandria Regional Office

1510 Lee St.
Alexandria, LA 71301
Tel. 318.487.5252, Toll Free 888.372.9013

Baton Rouge Regional Office

660 N. Foster Dr., Ste. C-200
Baton Rouge, LA 70806
Tel. 225.922.1300, Toll Free 888.372.0995

Hammond Regional Office

42381 Deluxe Plaza
Hammond, LA 70403
Tel. 985.543.4096, Toll Free 888.768.8741

Lafayette Regional Office

130 Chappuis St.
Lafayette, LA 70501
Tel. 337.262.5662, Toll Free 888.372.9010

Opelousas Regional Sub-Office

7359 I-49 Service Road
Opelousas, LA 70570
Tel. 337.948.0287, Toll Free 800.343.9741

Lake Charles Regional Office

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Lake Charles, LA 70601
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Monroe Regional Office

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Natchitoches Regional Office

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Natchitoches, LA 71457
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New Orleans/Metro Regional Office

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New Orleans, LA 70130
Tel. 504.568.4535, Toll Free 888.372.9006

Shreveport Regional Office

1525 Fairfield Ave., Suite 1053
Shreveport, LA 71101
Tel. 318.676.7020, Toll Free 888.372.9012

Tallulah Regional Office

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P. O. Box 1309
Tallulah, LA 71284
Tel. 318.574.3552, Toll Free 888.768.8738

Thibodaux Regional Office

1077 Highway 3185
Thibodaux, LA 70301
Tel. 985.447.0902, Toll Free 888.372.9009

Facilities

Bridge City Center for Youth

3225 River Road
Bridge City, LA 70094,
Tel. 504.436.4253

Jetson Center for Youth

P. O. Box 97527
Baton Rouge, LA 70874-7527
15200 Old Scenic Highway
Baton Rouge, LA 70874
Tel. 225.778.9000

Swanson Center for Youth

4701 South Grand St.
Monroe, LA 71202
Tel. 318.362.5000

Swanson Center for Youth-Columbia

P.O. Box 420, Grayson, LA 71435
132 Hwy 850, Columbia, LA 71418